

MISSION

The promotion, development and support
of the Co-operative Form of organisation
within both the social and economic
structure of the community.

O P P O R T U N I T I E S

1. To speak as one voice on a state and federal basis.
2. Rationalisation of resources.
3. Exploit government incentive programmes.
4. Co-operative education in education system.
5. To initiate, develop and promote new services in the following areas -
 - (a) Superannuation
 - (b) Financial services
 - (c) Legal services
 - (d) Insurance
 - (e) Education
 - (f) Managerial service (fee for)
 - (g) Travel (leisure industry)
 - (h) Employment
 - (i) Marketing
 - (j) Formation
 - (k) Member relations
6. To establish liaison between members, management and boards of Victorian Co-operatives.
7. To promote the establishment of a Government Ministerial portfolio for Co-operatives.
8. To push Co-operative products (common logo).
9. To improve image of Co-operatives.
10. To develop a capital structure.
11. Fee for service activities.
12. Central investment and borrowing.
13. To utilize existing expertise.
14. To recruit non-member Co-operatives.

T H R E A T S

1. Legislation
2. Non-acceptance of Federation
3. Adverse Publicity
4. Lack of Resources
5. Member Apathy
6. Poor Leadership
7. Movement in Market Share of Co-operatives
8. Politicians' Lack of Awareness
9. Failure of Co-operatives
10. Taxation
11. Other Industry Bodies, e.g. Dairy, Fruit
12. Unco-ordinated Co-operative Lobbying

S T R E N G T H S

1. Managerial Expertise
2. Large Co-operatives Support
3. Diverse Co-operative Representation
4. Commitment of Individuals
5. Awareness of Co-operatives
6. Access to Member Co-operative Services and Resources
7. The Growth of the Federation Not Threatening to Individual Member Co-operatives
8. Member of National/International Bodies
9. Government Recognition
10. Freedom from External Control
11. Co-operative Principles
12. Need for Services and Support by Existing Co-operatives
13. Flexibility - Organisational

W E A K N E S S E S

1. Financial Insecurity
2. Image
3. Other Co-operatives or Trade Organisations
4. Legislation: Lack of Incorporation of C.F.V.
5. No Income Earning Services
6. Conservative Not Entrepreneurial
7. Diversity of Co-operatives
8. Constitutional Structure of Council
9. No Tangible Benefit of Membership
10. Lack of Member Feed Back
11. Member Education
12. Board Expertise (lack of)
13. Lack of Public Relations (Spokesman)
14. Lack of Political Lobbying
15. Lack of Permanent Headquarters

O B J E C T I V E S

1. To develop and promote effective education programmes.
2. To develop better lines of communication.
3. To develop and maintain a competent and motivated Council.
4. To become financially viable.
5. To advance and promote Co-operative enterprise.
6. To influence and improve legislation affecting Co-operatives.
7. To establish policy.
8. To attract and retain a motivated staff.
9. Incorporation of Federation.
10. To develop a marketing package.
11. To increase membership.
12. To enhance the image of the C.F.V.

1. OBJECTIVE:

To develop and promote effective education programmes.

STRATEGY:

1.1 To ascertain and formulate an effective education programme. (Target Groups)

TACTICS:

1.2.i To ascertain needs/demands for education programmes by Victorian Co-operatives.

1.2.ii To promote existing educational programmes available.

1.2.iii Liaise with education authority for introduction for Co-operative groups.

1.2.iv To implement a register for speakers, writers, publicity material, case histories.

1.2.v Aim to achieve the establishment of a student-based pilot Co-operative in one secondary school including promotion by Tertiary Orientated Programme.
2. OBJECTIVE:

To develop better lines of communication.

STRATEGIES:

2.1 To encourage the exchange of information between all Co-operative bodies.

TACTICS:

2.2.i To hold one meeting of industry based Co-operatives.

2.2.ii To request the interchange of newsletters between Co-operative bodies and federation.

2.2.iii To obtain copies of Co-operatives' annual reports.

2.2.iv To have 30 Co-operatives present at the next Annual General Meeting (State Congress October 1980).
3. OBJECTIVE:

To develop and maintain a competent and motivated Council.

STRATEGIES:

3.1 To increase Councillor education.

TACTICS:

3.2.i To encourage:

3.2.ii Councillors to attend one education seminar per year.

3.2.iii To conduct regional council meetings, information section in each committee meeting.

3.2.iv To continually review council nomination procedures.

4. OBJECTIVE: To become financially viable.
- STRATEGIES:
- 4.1 To undergo a programme of developing all possible forms of funding.
- TACTICS:
- 4.2.i To investigate a capital base structure by June 1981.
- 4.2.ii To obtain commitment from present subscribers at least at present rate for the next one year.
- 4.2.iii To investigate government funding (grants) available for the Federation and Co-operatives.
5. OBJECTIVE: To advance and promote Co-operative enterprise (Public Image).
- STRATEGY:
- 5.1 To create and promote a favourable awareness of Co-operatives in the community.
- TACTICS:
- 5.2.i To make two government submissions by June 1981.
- 5.2.ii To create an advertisement and promotion fund by July 1981.
- 5.2.iii To have three favourable articles published in the local press in the next 12 months.
6. OBJECTIVE: To influence and improve Co-operative legislation affecting Co-operatives.
- STRATEGIES:
- 6.1 To study existing legislation and suggest changes if appropriate.
Plan to shape future legislation.
- TACTICS:
- 6.2.i To include legislation as an agenda item at each regional meeting.
- 6.2.ii To research the desirability of Co-operative legislation (Victoria) by July 1981 (and make submissions frequently).
- 6.2.iii To publicise the likely effects of amending legislation to all Co-operatives as new legislation occurs.
- 6.2.iv To prepare a register of interested politicians and senior public servants.

- 6.2.v To submit to the C.F.A. proposals that all candidates for the 1980 Federal election be circularised to ascertain their views on Co-operatives and Co-operation.
7. OBJECTIVE: To establish policy.
- STRATEGY:
- 7.1 Continue with Annual Business Planning.
- TACTICS:
- 7.2.i Continue with Annual Planning programmes.
- 7.2.ii Draw up a budget in line with Business Plan by July 1980.
- 7.2.iii Prepare and document a Federation Policy manual.
8. OBJECTIVE: To attract and retain motivated staff.
- STRATEGY:
- 8.1.i To maintain a policy of attractive remuneration and conditions.
- 8.1.ii To provide a work environment for staff that will maximize productivity and provide reasonable career opportunities.
- TACTICS:
- 8.2.i Establish employment policy by May 1981.
- 8.2.ii To the best of our resources provide a suitable work environment.
9. OBJECTIVE: Incorporation of Federation.
- STRATEGY:
- 9.1 Examine the best legislation for incorporation.
- TACTICS:
- 9.2.i To consider amended legislation.
- 9.2.ii Prepare for incorporation under the Co-operation Act by preparation of a redrafted Constitution for the Federation.
10. OBJECTIVE: To develop a marketing package.
- STRATEGY:
- 10.1.i Ascertain members' needs.
- 10.1.ii Can we meet needs.
- 10.1.iii Method of marketing.

10.1.iv Ascertain existing resources available.

TACTICS:

10.2.i To develop two services including fee for services capable of achievement by June 1981.

10.2.ii To conduct five regional meetings by September 1981.

10.2.iii Report monthly on available resources.

10.2.iv Investigate Trust Funds as a source of funding for Co-operative promotion.

11. OBJECTIVE:

To increase membership.

STRATEGY:

11.1 To implement a programme to increase membership.

TACTICS:

11.2.i To advise membership and non-membership of services and activities of federation.

11.2.ii Liaise with Registry, including information on new Co-operatives formed.

11.2.iii To make 100 personal visitations to non-members per year.

11.2.iv To increase membership by 20 per financial year.

12. OBJECTIVE:

To enhance the image of the Co-operative Federation of Victoria.

STRATEGY:

To implement a continuing programme to enhance the image of C.F.V. in the eyes of Governments, Co-operatives and the general public.

TACTICS:

Implement 1 - 11 above.

Seek involvement in the media by an active spokesman.

THE COOPERATIVE FEDERATION OF VICTORIA

BUSINESS PLAN

1980-81

<u>Date for Completion of Report</u>	<u>Serial No.</u>	<u>Tactic</u>	<u>Reference No.</u>	<u>Responsibility of</u>	<u>Comments</u>
Subject of Monthly Reports	1	Copies of Victorian Cooperatives Annual Reports to be obtained.	2.2.iii		
	2	Interchange of newsletters between Cooperatives and the Federation to be achieved.	2.2.ii		
	3	Report on available resources for Federation development	10.2.iii		
Subject of Six Monthly Reports December 1980 June 1981	4	Known needs/demands for education programmes by Victorian Cooperatives to be advised.	1.2.i		
	5	Action on promotion of existing education programmes available for Cooperatives e.g. V.C.C.A., Federation, other	1.2.ii		
	6	Council meetings to have been conducted in Regional area with information section in each Committee meeting.	10.2.ii		
	7	Annual Planning Programme to be continued in action.	7.2.i		

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	8	Members and Non-members of Federation to have been advised of services and activities of the Federation.	11.2.i		
	9	Liaison with Registry to continue, including action on advice of new Cooperatives formed.	11.2.ii		
July 1980	10	Draw up operating budget in line with business plan.	7.2.ii		
July 1980	11	Submit to C.F.A. proposals that all candidates for Federal Election 1980 be circularised for attitudes towards Cooperatives and the Cooperative sector.	6.2.v		
July 1980	12	Amending legislation to have been considered.	9.2.i		
August 1980	13	Obtain commitment from present subscribers to renew subscription at lease at same current rate.	4.2.ii		
August 1980	14	Legislation to be an agenda item at each Regional meeting.	6.2.i		
August 1980	15	Effect of amending legislation to have been publicised to all Cooperatives as it occurs.	6.2.iii		
August 1980	16	Suitable work environment to have been provided.	8.2.ii		

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September 1980	17	Register of interested politicians and senior public servants to have been compiled.	6.2.iv		
September 1980	18	Preparation for incorporation under Cooperation Act to have been completed by agreement of redrafted Constitution.	9.2.ii		
September 1980	19	Report on liaison with Education Department re introduction of Cooperative Groups.	1.2.iii		
September 1980	20	One meeting of common industry orientated Cooperatives to have been held.	2.2.i		
September 1980	21	Review procedures for nomination of Councillors.	3.2.iv		
October 1980	22	One student based pilot Cooperative in a secondary school to have been established and promotion continued by Tertiary Orientated Programme.	1.2.v		
October 1980	23	At least 30 Cooperatives to be present at the Annual General Meeting and State Conference.	2.2.iv		
November 1980	24	Investigation of Government funds of grants available for Federation and Cooperatives.	4.2.iii		
December 1980	25	Register of speakers, writers publicity material, case histories to be implemented.	1.2.iv		

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February 1981	26	Federation Policy Manual to have been documented.	7.2.iii		
March 1981	27	Trust Funds as a source for Cooperative promotion to have been investigated.	10.2.iv		
May 1981	28	Employment policy to have been established.	8.2.i		
June 1981	29	A capital based structure for the Federation to have been investigated.	4.2.i		
June 1981	30	2 submissions to Government to have been made.	5.2.i		
June 1981	31	3 favourable articles to have been published in the local press.	5.2.iii		
June 1981	32	100 personal visits to non-members to have been made.	11.2.iii		
June 1981	33	2 services, including fee for service, to have been developed.	10.2.i		
June 1981	34	Membership to have been increased by 20.	11.2.iv		
June 1981	35	Councillors to have attended at least one education seminar.	3.2.ii		
July 1981	36	Advertising and Promotion fund to have been created.	5.2.ii		
July 1981	37	Desirability of improved Cooperative legislation to have been researched.	6.2.ii		

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September 1981	38	5 Regional Meetings to have been held	10.2.ii		
November 1981	39	Involvement in audio/visual media by active spokesman to have been achieved e.g. talk-back radio programmes.	12.2.ii		